great plains college

2013 | 2014

BUSINESS PLAN

GREAT PLAINS COLLEGE // BUSINESS PLAN // 2013-14

EDUCATION WITH ENERGY

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EXECUTIVE SUMMARY

A positive provincial budget, strengthened leadership, focused operations, and strong training demand, position Great Plains College to continue down the path of our ongoing mission *To focus our energy and innovation on building careers, partnerships and communities* in 2013-14. Our vision *of economic prosperity and quality of life through education and training* is reflected throughout each element of our approach to advance the goals, objectives and key actions for the 2013-14 business plan.

Great Plains College sees a number of opportunities to continue to capitalize on as we move into the 2013-14 operating year. Our ability to provide reputable post-secondary certificates and diplomas from qualified and experienced instructional staff creates a strong foundation of core programming. We also are capitalizing on our successful Adult Basic Education, essential skills, literacy and workplace development training to ensure access for learners to post-secondary pathways or alternatively, linkages to employment.

We continue to build our partnerships, including a strong relationship with Whitecap Dakota First Nation, from which program growth and expanded labour force attachment is expected. Our increased investment in training on reserve in 2013-14 reflects the strength and commitment to this training partnership and the ongoing demand for training.

Being geographically located in a thriving oil and gas sector also allows us to expand on our more than thirty offerings in skills and safety training to ensure the ongoing development of a trained workforce that is prepared to work in this sector.

Growth in university enrolments continues throughout the organization and renewed investment into relationship development with our post-secondary partners should allow for expanded offerings in key areas of university programming. This has begun with an eight-seat Bachelor of Science in Nursing program beginning in Swift Current in September 2013. We will also focus on developing and marketing university pathways for students to ensure the breadth of training and career options are understood.

An influx of newcomers to the region, internal expertise and a reputation in rural English as an additional language delivery combined with strong relationships within the immigrant community positions the institution to contribute to the provincial goal of increasing the number of international students by fifty percent by the year 2020. A commitment to establish a registration and student support structure conducive to attracting international students to our organization in 2013-14 will begin this process.

While many opportunities contribute to the momentum of Great Plains College we are not without challenges. At the forefront of difficulties remains our ability to sustain and improve infrastructure. With little growth in capital funding over the past five years the ability to maintain current level of facility operations is unlikely. Overall salary and benefit costs as well as other fixed costs such as utilities continue to rise leaving the college in a position of 'deficit creep' when operational funds are not increased at a similar pace. This element presents challenge in our ongoing ability to offer current service levels at all locations.

The college is also likely to experience difficulty in competing in the national post-secondary system; particularly with respect to the attraction and retention of faculty. As a system, we continue to see an aging workforce and our ability to thrive will be dependent on the ability to attract reputable personnel to the organization.

A reduction of operating locations in 2013 and the commitment to focus efforts on three campus locations (Kindersley, Swift Current and Warman) in addition to three program centres (Biggar, Rosetown and Maple Creek) has allowed the organization to create efficiencies in order to put our operating budget in a position of stability for the upcoming year. However, rising salary and benefit costs as well as inflation to items such as utilities leave the organization vulnerable in the long term if operating funding remains status quo.

The increase in Skills Training dollars for 2013-14 allows us to effectively program in each of our campus regions in the upcoming year as well as the ability to explore program development opportunities where demand from industry exists in future years. Additional program offerings in the high demand areas of power engineering, heavy equipment operator and office administration were able to be launched as a result of the increase.

Our most critical area of challenge in terms of finances remains the absence of significant maintaining capital and infrastructure funding. A strategy to ensure ongoing maintenance of all facilities as well as significant infrastructure funding would be welcome. In 2013-14 we are moving forward with improvements to our Kindersley facility through utilization of $100,000 of reserve funding. Without a strategy and access to significant infrastructure funding the organization will continue to rely on drawing down our reserves which puts us at increased risk and in a position of institutional instability.

Overall, we are looking forward to the 2013-14 year as we are in a stable position with solid core training offerings and new initiatives that will contribute to overall student success and the local labour market.

THREE-YEAR OPERATIONAL PLAN

ENVIRONMENTAL SCAN

Great Plains College is an institution committed to being a leader in post-secondary education and labour market development in Saskatchewan. Over the past number of years, our college has strived to become a responsive, innovative, and results-oriented institution. We aim to meet the needs of learners, employers and communities of Saskatchewan.

When developing the college's operational plan for 2013-14 many internal and external environmental factors were considered.

INTERNAL ENVIRONMENTAL FACTORS

The 2013-14 year marks the second year of our three-year strategic plan which was constructed to reflect what students, staff, community, industry and the board believe is important to meet the needs of students, industry and the communities the college serves. In addition to carrying out the strategic plan we have renewed direction with stability being achieved in our senior leadership with Dr. David Keast taking over as President and CEO of the organization in July 2012.

Our physical landscape has changed with a three-year commitment to operating out of three campuses (Kindersley, Swift Current and Warman) and three program centres (Biggar, Maple Creek and Rosetown) in the next three years. This is a reduction of physical locations from the past in order to ensure efficient and effective use of resources.

We have also internally restructured in order to offer more consistent student services, and 2013-14 will mark the first year operating out of this new structure.

EXTERNAL ENVIRONMENTAL FACTORS

Labour shortages continue to be a challenge for industry within our operating region; particularly in the oil and gas sector, trades and construction, health care, manufacturing, hospitality and retail. Demand for our graduates from industry continues to be overwhelming; often outstripping our ability to provide graduates fast enough in certain areas.

Given the region's demographics and the continued expanded growth in many sectors this challenge will persist for some time. Thus, our identified actions and measurables as well as ongoing program and infrastructure planning reflects the need to provide skilled labour as well as improved employment attainment of those who are currently underrepresented in the workforce (aboriginal, immigration, disabled and older workers).

Focus within the Kindersley Campus Region in terms of programming reflects the increasing demand for Skills and Safety training, trades and healthcare offerings within the immediate geography given the expansive oil and gas based economy.

As a bedroom community to Saskatoon, the demands of a growing urban centre continue to drive population growth within Warman. As such, the opportunities to train residents within the Greater Saskatoon Area to meet increasing labour market demands are numerous. Our programming focus in 2013-14 remains centred within the human services and business areas including catering to niche markets such as the Targeted Initiative for Older Workers program. The 2013-14 will see the development of a long-term program strategy for the campus.

Additionally, we have achieved a strong partnership within this region with Whitecap Dakota First Nation and are increasing our Adult Basic Education, essential skills training and post-secondary programming to meet the demand for skilled First Nations workers by the significant economic industry on reserve.

In Swift Current, we continue to have thriving programs which strives to meet the growing demands in all areas of the economy. Focus on providing additional health options to meet regional healthcare demands as well as expansion of university programming is an area of concentration.

BARRIERS TO MEETING REGIONAL NEEDS

Access to capital for new infrastructure while maintaining current infrastructure and equipment remains a difficult challenge, particularly at the Kindersley campus where an aging facility and shortage of space makes it difficult to meet the increasing demand for skilled labour.

Operating costs continue to rise particularly with respect to salaries and benefits and non-discretionary expenses such as utilities. While funding allows us to be in a stable financial position in 2013-14, the organization remains dependent on annual increases to maintain current levels of operations.

The increase in our Skills Training Allocation for 2013-14 was a welcome development and in turn has allowed us to respond quickly to launch expanded program offerings in demand by both industry and students. As an institution we are hopeful that this will begin a trend of steady increases to programming dollars in order to support the growing economy's demand for skilled workers.

Additionally, recruiting and retaining instructors in all areas of programming continues to be a challenge as a large percentage of faculty are nearing retirement. The ability to be competing with the private sector is challenging and the demand within post-secondary for qualified instructors is high.

GOALS, OBJECTIVES, KEY ACTIONS AND MEASURES

GOAL 1: Optimize Student Success	
OBJECTIVES	**PERFORMANCE MEASURES**
1. Improve student retention through increased understanding of student needs 2. Enrich student life and learning experiences	**Number of graduates and completers of Institute Credit (FLE's)** **Target 2013-14:** 92% of total enrolments *Baseline: 401 (90% of total average enrolments) **Number of graduates and completers of Industry Credit (FLE's)** **Target 2013-14:** 100% of total enrolments *Baseline: 3162 (99.9% of total average enrolments) **Number of graduates and completers of Basic Education–ABE Credit (FLE's)** **Target 2013-14:** 75% of total enrolments *Baseline: 155 (74% of total average enrolments) **Student satisfaction rating** **Target 2013-14:** 94% Baseline (two-year average): 92% *(Source: Fast Consulting Follow-up Surveying)* **Baselines are calculated on a three-year average out of Key Performance Indicators from OCSM unless otherwise stated.*
Key Actions	**Completion Dates**
Conduct a review of clerical registration duties and operations	First trimester
Assess the needs of current and prospective students	Second trimester
Develop revised approach for Student Associations	2013-14

GOAL 2: Provide Program Growth Through Partnerships and Investments

OBJECTIVES	PERFORMANCE MEASURES**
1. Develop partnerships that connect to employability and program growth	**Employment rate from follow-up surveys (60-90 day) of full-time graduates in Institute Credit** **Target 2013-14: 70%** *Baseline: 66% **Employment rate (FT and PT) from follow-up surveys (60-90 day) of all ABE Students Successfully Contacted** **Target 2013-14: 60%** *Baseline: 54% (2011-12 data only for baseline in this case-Source: Fast Consulting Follow-up) **Continued to further training rates from follow-up surveys (60-90 day) of full-time students in Institute Credit** **Target 2013-14:** 25% *Baseline: 21% **Continued to further training rates from follow-up surveys (60-90 day) of all ABE Students Successfully Contacted** **Target 2013-14:** 20% *Baseline: 18% (2011-12 data only for baseline in this case-*Source: Fast Consulting Follow-up)* **Total employed or continued to further training after one year of graduation (ABE and Institute Credit)** **Target 2013-14:** 85% *Baseline: 83% (3 year baseline *Source: Fast Consulting Follow-up)* **Full-time program capacity at start of programs** **Target 2013-14: Skills Training University and Basic Education—ABE Credit *(On Reserve Not Included)*** **Target 2013-14:** 85% of FT Seats *Baseline (2012-13): 81.5% 356/437 FT Seats

2. Increase external investments to assist with funding of institutional operation and program capacity	**Scholarships / Fundraising** **Target 2013-14: $277,000** *Baseline: $ 157,500.00 *(Source: Development Dashboard-July 2012 to March 2013)* **Total number of partnership agreements** **Target 2013-14: 25** *Baseline: 20 *(Source: Development Dashboard-July 2012 to March 2013)* **Other fundraising target including commitments and receipts** **Target 2013-14: $175,000** *Baseline: $125,500.00 *(Source: Development Dashboard-July 2012 to March 2013)* **Total number of community engagement events** **Target 2013-14: 36** *Baseline: 37 *(Source: Development Dashboard-July 2012 to March 2013)* **Baselines are calculated on three-year average out of Key Performance Indicators from OCSM unless otherwise stated.*
Key Actions	**Completion Dates**
Implementation of industry survey to contribute to program planning	First Trimester
Engage all levels of government in growth and expansion efforts	Ongoing
Establish and maintain partnerships with educational institutions resulting in increased offerings for students (MBA, BScN, International Students, On-Reserve programming at Whitecap)	Ongoing
Implement and utilize second regional development council	First Trimester
Exploration of need for infrastructure development or expansion in Kindersley	All year

GOAL 3: Deliver Education and Training to Support Regional Labour Market Development

OBJECTIVES	PERFORMANCE MEASURES*
1. Deliver quality programs to meet regional needs and maximize program capacity	**Industry Credit (Number of Student Enrolments)** **Target 2013-14: 3,200** *Baseline: 3164 **Institute Credit enrolment (Distinct FT and PT Enrolments and FLE's)** **Target 2013-14:** 460 students and 340 FLE's *Baseline: 447 students and 324.63 FLE's **Basic Education–ABE Credit enrolment (Distinct FT and PT Enrolments and FLE's** **Target 2013-14:** 210 and 120 FLE's (Status Quo) *Baseline: 209 and 120 FLEs **University enrolment (Distinct FT and PT Enrolments and FLE's)** **Target 2013-14:** 120 and 45 FLE's *Baseline: 114 and 43.79 FLE's
2. Increase engagement with potential learners	**Regional Market Share of high school students** **Target 2013-14:** 4.3% *Baseline (three-year average): 3.9% (2012-13): 4.1% *(Source: High School Transition Study GPC)*
3. Amplify awareness of program offerings through marketing and communication	**Number of unique visitors to website** **Target 2013-14:** 50,000 *Baseline: 40,470 *(Source: Google Analytics Year to Date July 2012-March 2013)* **Visit duration on website** **Target 2013-14:** 3 minutes, 30 seconds *Baseline: 3 minutes, 19 seconds *(Source: Google Analytics Year to Date July 2012-March 2013)* **Bounce rate on website** **Target 2013-14:** 55% *Baseline: 52% *(Source: Google Analytics Year to Date July 2012-March 2013)*

	Social Media: Twitter-number of interact (mentions and retweets) **Target 2013-14:** 36 *Baseline (2012-13 results): 30 *(Source: Twitter year to date, July 2012-March 2013)* **Social Media: Facebook-number of post views** **Target 2013-14:** 26,000 *Baseline (2012-13 results): 22,000 **Social Media: Facebook-number of posts liked or shared** **Target 2013-14:** 420 *Baseline (2012-13 results): 350 **Social Media: Facebook-Interaction rate** **Target 2013-14:** 1.0% (industry baseline) *Baseline (2012-13 results): 1.75% **Social Media: YouTube-number of channel views** **Target 2013-14:** 1,440 *Baseline (2012-13 results): 1,200 **Social Media: YouTube-Number of interactions (up and down votes, comments)** **Target 2013-14:** 20 Baseline (2012-13 results): 16 **Social Media: YouTube-Interaction rate** **Target 2013-14:** 1.0% (industry baseline) *Baseline (2012-13 results): 1.44% ** Baselines are calculated on three-year average out of Key Performance Indicators from OCSM unless otherwise stated.*
Key Actions	**Completion Dates**
Establish and regularly review a three-year program plan maximizing opportunities to serve labour market needs	Second Trimester
Expand programming using a cost-recovery model	Second Trimester
Implementation of Customer Relationship Management program	2014-15
Invest in technology and create an internal culture of innovation to enhance program delivery in the college service region	Ongoing

Launch and Promote new Great Plains College website	First Trimester
Review Information Technology through undertaking of a review	Second Trimester

GOAL 4: Value Employees	
OBJECTIVES 1. Promote a collaborative, supportive, and unified work environment 2. Encourage professional growth	**PERFORMANCE MEASURES** **Completion of performance management-Percentage of work plans completed** **Target 2013-14:** 90% Baseline 2012-2013: 56% **Participation in college-led, in-service PD** **Target 2013-14:** 85% Baseline 2012-13: 83%
Key Actions	**Completion Dates**
Increased utilization of policy council to close gaps in policy and procedure within organization	All year
Continue to organize an annual staff gathering and long-service awards event	Annually First Trimester
Faculty Engagement Initiative implemented	First Trimester
Enhance internal communication	Ongoing
Implement Course and Instructor Evaluation as one element of improved performance management	All year

PROGRAM PLAN

Based on enrolment trends, industry and labour market demand, student demand and funding allocations, the college has prepared a program plan for 2013-14 that invests our resources in the manner that will best see labour market attachment in the provincial economy for our graduating students.

The increased Skills Training Allocation Great Plains College received in the provincial budget has allowed us to expand our offerings in 2013-14 in key growth areas including the addition of a Third Class Power Engineering program offering at our Kindersley campus, a full-time Office Administration program offering at our Warman campus, and two Heavy Equipment Operator offerings placed throughout the region, based on demand. Additionally, we are preparing to launch a Second Class Power Engineering program on a cost-recovery basis to meet the student demand for training in this area.

Health offerings continue to be popular with full capacity being achieved in all full time institute offerings. In 2013-14 we are increasing the programs available in this area through the addition of the Collaborative Bachelor of Science in Nursing program at Swift Current Campus in partnership with the University of Regina, SIAST and the Cypress Health Region. This partnership-based, eight-seat annual offering is sure to be popular and will contribute to addressing the looming nursing shortage within our provincial health system.

Within the Kindersley region we continue to see growth in oil and gas activity which has resulted in increased demand for graduates of trades and skills and safety training programming. As a result, this region continues to focus on these offerings with courses in skills and safety being expanded on a consistent basis and other longer term trade offerings such as the Third Class Power Engineering program. Given the local economic growth as well as population explosion we are committed as an institution to the development of a robust program strategy and subsequent facility development in Kindersley.

In the areas of office administration, human services and serving underrepresented demographics in the labour force, we continue to see strong demand for programming out of our Warman Campus Region. This has resulted in the securing of funds for a fall offering of the Targeted Initiative for Older Workers. With the success of part-time Office Administration in this location, we have also added a full-time course offering starting in September 2013 at Warman Campus. Our partnership with Cape Breton University remains strong and a new cohort of Graduate students in Community Economic Development will be starting in January 2014.

Another successful partnership is that with Whitecap Dakota First Nation. We will be offering a core Adult Basic Education program starting in September 2013 which will include GED, Adult 10 and Adult 12 course offerings for students. We will complement this with proposal-based funding opportunities in order to support the on-reserve economic growth with potential offerings in workplace essential skills, trades, human services, and education support workers.

Negotiations with Citizenship and Immigration Canada as well as the provincial Ministry of the Economy have resulted in our continued commitment to newcomers through English as an Additional Language programming. Serving over two hundred learners per year, this area of programming contributes to the development of healthy communities through the settlement and integration of newcomers. We have also gained efficiencies through streamlining the support structure for this area of programming

internally. As an institution, we are also committed to exploring our ability to better serve and support international students and have targeted this population as an area for institutional growth.

University programming in Swift Current is a focus for the institution in 2013-14 with enrolments remaining strong. The ability to offer a wide range of options has provided regional students the ability to pursue their university goals from home. Focus in being able to create stronger pathways for students as well more laddering and latter year university options is a goal for the institution.

Beyond core programming funds, Great Plains College has also been successful in complementing these resources with proposal-based programming funds. This has allowed us to ensure additional offerings that service a number of populations in areas including Early Childhood Education (ECE), Literacy and Employment readiness, as well as skills and safety training offerings to underrepresented populations in the workforce. We strive to continue to achieve additional funds to complement our core programming efforts in 2013-14 with a number of proposals to be submitted to various ministries and organizations for consideration.

A few decisions were taken which see program reductions in specific areas. Live televised offerings and university programming will now only be offered at our three campus locations. With the removal of annual technology enhanced learning (TEL) in 2010 and our internal reserve of these funds now fully expended, reduction of service in this area was necessary.

With student demand for the pre-employment carpentry program dwindling in the Outlook location the institution conducted a needs assessment for this program which resulted in the removal of this offering from our program plan.

It is expected that we will continue to see increased demand for programs and skilled workers in the provincial economy that will outstrip the resources available for training offerings in future years. Focus for future program plan development will involve continued investment in industry sector analysis, utilization of regional development councils and internal review of current offerings. We expect that this will lead the institution to advocate for continued growth in program funding in areas including but not limited to expansion of university offerings including the offering of a business diploma and potentially, degree, health care sector training expansion including paramedic, trades expansion including exploration of industrial mechanic and additional power engineering cohorts, as well as other program exploration of emerging fields of training.

INSTITUTE CREDIT PROGRAM PLAN 2013-14

KINDERSLEY CAMPUS REGION

Program & Location	Capacity	Type
Office Administration *Kindersley*	15	Full-time Existing
Office Administration *Kindersley*	20	Part-time Existing
Early Childhood Education *Kindersley*	12	Part-time Existing
Power Engineering Class 04 *Kindersley*	24	Full-time Existing
Power Engineering Class 03 *Kindersley*	24	Full-time ***NEW***
Welding *Rosetown*	12	Full-time Existing
Continuing Care Assistant *Kindersley*	12	Part-time ***NEW***
Distance (SIAST and University) *Kindersley*	Varies	Part-time Existing

SWIFT CURRENT CAMPUS REGION

Program & Location	Capacity	Type
Business Certificate *Swift Current*	24	Full-time Existing
Office Administration *Swift Current*	20	Full-time Existing
Office Administration *Swift Current*	20	Part-time Existing
Continuing Care Assistant *Swift Current*	12	Part-time Existing
Practical Nursing (Cohort 1) *Swift Current*	14	Full-time Existing
Practical Nursing (Cohort 2) *Swift Current*	14	Full-time Existing
Saskatchewan Collaborative Bachelor of Science in Nursing *Swift Current*	8	Full-time ***NEW***
Early Childhood Education *Swift Current*	12	Part-time Existing
Electrician *Swift Current*	14	Full-time Existing
Electrician *Swift Current*	14	Full-time ***NEW***
Power Engineering Class 04 *Swift Current*	12	Full-time Existing
Power Engineering Class 04 *Swift Current*	12	Full-time ***NEW***
Power Engineering Class 03 *Swift Current*	15	Full-time Existing
Welding *Swift Current*	12	Full-time Existing

University *Swift Current*	Varies	Part-time and Full-time Existing and ***NEW***
Distance (SIAST and University) *Swift Current*	Varies	Part-time Existing
Bachelor of Social Work *Swift Current*	Varies	Full-time Existing

WARMAN CAMPUS REGION

Program & Location	Capacity	Type
Office Administration *Warman*	15	Full-time ***NEW***
Office Administration *Warman*	20	Part-time ***NEW***
Early Childhood Education *Whitecap Dakota First Nation*	12	Part-time Existing
Early Childhood Education *Warman*	12	Part-time Existing
Educational Assistant *Warman*	18	Full-time Existing
Youth Care Worker *Warman*	24	Full-time Existing
Continuing Care Assistant *Biggar*	20	Part-time Existing
Practical Nursing *Biggar*	14	Full-time Existing
Electrician *Biggar*	10	Full-time Existing
Boom Truck, Crane and Hoist Operator Pre-Employment Program *Warman*	12	Full-time Existing
Rig Technician (Level 1, 2, and 3) *Warman*	20 in each level	Full-time Existing
MBA in CED *Warman*	24	Part-time Existing
Distance (SIAST and University) *Warman*	Varies	Full-time Existing

VARYING AND DISTANCE

Heavy Equipment Operator (Cohort 1)	6	Full-time ***NEW***
Heavy Equipment Operator (Cohort 2)	6	Full-time ***NEW***
Power Engineering Class 02	12	Full-time ***NEW***
CSHEP & SHEM	Varies	Part-time Existing

SKILLS TRAINING PROGRAM MANAGEMENT

Many of the Institute Credit programs will require skills training funding allocations (STA). Each program is offered in an effort to meet the labour market demand as well as student demand in the Great Plains College service region. Below is the Skill Training Program Management form (STA-03) which illustrates the use of our STA allocation in 2013-14.

Program Name	Location	Start Date	End Date	# of Course Days	Course Capacity	Expenses Covered by STA Sources	Expenses Covered by non-STA Sources	Total Course Cost
Business Certificate	Swift Current	3-Sep-13	30-Apr-14	149	24	$82,932	$47,784	$130,716
Educational Assistant	Warman	3-Sep-13	2-May-14	91	18	$45,532	$54,567	$100,099
Electrician	Biggar	17-Oct-13	23-Mar-14	100	10	$95,819	$25,950	$121,769
Electrician	Swift Current	3-Sep-13	1-Jan-14	100	12	$69,930	$31,440	$101,370
Electrician	Swift Current	1-Feb-13	31-May - 14	100	12	$69,930	$31,440	$101,370
Office Administration	Swift Current	3-Sep-13	30-Jun-14	160	20	$67,032	$71,696	$138,728
Office Administration	Kindersley	3-Sep-13	30-Jun-14	160	15	$88,525	$58,300	$146,825
Office Administration	Warman	3-Sep-13	30-Jun-14	160	15	$84,689	$50,600	$135,289
Fourth Class Power Engineering	Swift Current	3-Sep-13	23-May-14	96	15	$90,213	$72,000	$162,213
Fourth Class Power Engineering	Swift Current	1-Jan-14	30-Jun-14	96	15	$90,213	$72,000	$162,213
Third Class Power Engineering	Swift Current	6-Aug-13	17-Jan-14	96	12	$71,372	$119,040	$190,412
Fourth Class Power Engineering	Kindersley	9-Sep-13	9-May-14	96	24	$89,224	$34,892	$124,116
Third Class Power Engineering	Kindersley	Unknown		96	24	$127,745	$61,152	$188,897
Practical Nursing Yr. 1	Swift Current	1-Oct-13	27-Jun-14	142	14	$133,425	$52,140	$185,565
Practical Nursing Yr. 2	Swift Current	3-Sep-13	11-Apr-14	155	14	$128,375	$53,196	$181,571
Welding	Swift Current	3-Sep-13	9-May-14	173	12	$145,279	$53,460	$198,739
Welding	Rosetown	8-Oct-13	20-Jun-14	173	12	$162,024	$53,460	$215,484
Heavy Equipment Operator	2 Locations	Unknown		N/A	12	$40,686	$138,000	$178,686
Part-time	Various	Various				$53,089	$304,230	$357,319
Practical Nursing Semester 2 & 3	Biggar	1-Sep-13	1-Jun-14	155	14	$181,726	$50,400	$232,126

ADULT BASIC EDUCATION

Basic Education offerings continue to remain consistent with past years with no funding allocation changes provided provincially and supplementary revenue being achieved from school division agreements. Recommendations from the Basic Education Review conducted in 2011-12 and standardization in structure of offerings has allowed for only a small operating deficit in the program area with relative consistent levels of programming.

On-reserve Basic Education funding increased in the provincial budget for 2013-14 and as a result, a suite of Basic Education courses-Adult 10, Adult 12 and GED services-will be provided at Whitecap Dakota First Nation. Responsive to learner demand and evolving training needs, core adult basic education will not be occurring at Nekaneet First Nation on reserve. Service will be provided to these clients out of Maple Creek Program Centre and supplemented through proposal based funding for other on reserve offerings.

Supplementary programming to adult Basic Education such as job and employment readiness, skills and safety training, literacy, and essential skills programming is also offered based on proposal based funding achieved.

	2012-2013				2013-2014 (Planned)		
Program	Enrolment	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost
Biggar	15	15	Existing	$144,448	15	Existing	$112,703
Kindersley	15	15	Existing	$94,319	15	Existing	$101,202
Maple Creek	16	15	Existing	$116,384	15	Existing	$118,052
Nekaneet	9	15	Existing	$118,000	0		$0
Swift Current	63	45	Existing	$396,896	45	Existing	$400,186
Warman	16	15	Existing	$120,177	15	Existing	$114,179
Whitecap	13	10	Existing	0*	15	Existing/New	$139,949
Total		130		$990,224	120		$986,271

*No adult basic education funding allocation used-all proposal based funds in 2012-2013

INDUSTRY CREDIT

Industry Credit and Non-Credit training at Great Plains College provides primarily short-term safety and skills certification courses to industries—mainly oil and gas, construction, mining and alternative energy.

As these courses run on a cost-recovery basis, there is a large potential for growth and expansion in these areas.

Industry Credit	**2012-13 Year End Projection Gross Cost**	**2013-14 Planned Gross Cost**
Kindersley Campus Region	$323,085	$377,595
Swift Current Campus Region	$285,490	$295,720
Warman Campus Region	$51,060	$38,620
TOTAL	**$659,635**	**$711,935**

Industry Non-Credit	**2012-13 Year End Projection Gross Cost**	**2013-24 Planned Gross Cost**
Kindersley Campus Region	$2,485	$1,580
Swift Current Campus Region	$3,565	$3,896
Warman Campus Region	$7,138	$7,055
Ed to Go (all locations)	$6,200	$6,200
TOTAL	**$19,388**	**$18,731**

HUMAN RESOURCES

Staffing levels in 2013-14 will be similar to that in 2012-13 for both administration and instructional positions. Changes have been made in both employee groups; however the net result will be relatively the same.

Faculty changes planned for 2013-14 include:

- New Power Engineering program in Kindersley
- New full-time Office Administration program in Warman
- Carpentry program cancellation in Outlook
- On-reserve program cancellation at Nekaneet First Nation
- Consistent distribution of Educational Assistance

Administrative changes planned for 2013-14 include:

- Student services re-alignment and increased capacity
- Human Resource unit review and configuration restructure
- Abolishment of 1.0 FTE Program Coordinator in Outlook
- Streamlined EAL coordination and support

2013-14 PROJECTIONS

FTE and EE Count Summary	In-Scope Admin. plus Out-of-Scope Management	Out-of-Scope Admin.	In-Scope Instructors	Out-of-Scope Instructors	Totals
FTE	57.56	1.24	27.95	3.84	**90.59**
Count	64	15	47	35	**161**

2012-13 ACTUALS

FTE and EE Count Summary	In-Scope Admin. plus Out-of-Scope Management	Out of Scope Admin.	In-Scope Instructors	Out-of-Scope Instructors	Totals
FTE	55.65	1.06	29.75	4.33	**89.73**
Count	71	13	51	51	**173**

HUMAN RESOURCES FOCUS

An external review of the Human Resource unit was conducted in early 2013. The goal was to identify an appropriate staffing complement and structure for the HR unit. As a result of the recommendations made, the HR configuration will be altered to consist of one manager and one assistant. This will enable leadership in the HR function as well as provide for proficiency in the administrative and transactional components of HR services.

Human Resources will review processes related to performance management, orientation and onboarding, as well as occupational health and safety strategies.

STAFF ORGANIZATIONS

The college staff working north of the South Saskatchewan River is unionized and staff in Swift Current and south of the South Saskatchewan River is non-unionized but negotiates through a staff association. All indications are that these arrangements will not be altered in the immediate future. Both agreements expired in August 2012, thus negotiations are well under way.

Currently, all employees share a common job classification plan, compensation system, and fairly similar non-monetary benefits. The college continues to communicate and build positive relationships with the local union and staff association committees and employee groups.

INFORMATION TECHNOLOGY (IT)

The network software and hardware changes at Great Plains College since its inception have been significant. One primary focus for the IT unit will be ensuring that Great Plains College users are achieving a high level of system and information management functionality.

The college has standardized on a Microsoft environment for consistency and better support when needed. Since 2009, Great Plains College has been using Hp Proliant Host Servers running Hyper-V for our Server network. All existing equipment will need ongoing upgrades to stay current and reliable and to meet the demands of both programs and employees. The IT department continues to research and learn about upgrades and new applications. As technology changes and grows, research has begun on the use of mobile technology in the classroom as well as for employees whose jobs require them to be more mobile.

Ongoing training for the IT department is necessary to be able to move forward as technology is rapidly changing. We continue to support our IT department in accessing professional development and in service opportunities.

The Cnet fiber upgrade occurred in spring 2010 to the campuses and program centres. However, despite this upgrade it is apparent continued advocacy for increased bandwidth is necessary, as program needs such as distance learning continue to grow.

We have been successful in arranging for the Cnet in Swift Current Campus to be upgraded from 10Megs to 50Megs in Aug. 2013. This will allow the college more bandwidth for the video conferencing that is required for the new programs now and into the future. We are next focused on a similar upgrade for Kindersley region.

Currently staff uses Terminal services to securely access the GP accounting system, which is housed in Swift Current Campus. Those using GP are currently being trained and starting to use GP for Accounts Receivable and Purchase Orders.

Staff has external access to email and data housed in SharePoint. Staff who engage in significant travel in their daily work have access to their email using Blackberries connected through a BES server.

The IT department continues to provide training and help documents to assist with the transition and learning to IT software and equipment.

Wireless network access is available in all three campuses, and also Rosetown Program Centre. Biggar Program Centre will see installation of wireless in Fall 2013.

FACILITIES AND CAPITAL

Gone are the days when ownership of bricks and mortar were considered unique to college operations. The college has outright ownership of five locations, with an additional two being joint-use ownership arrangements with school divisions and one as a standard lease agreement. To support repairs, maintenance and upgrades the college receives a $16,000 annual allocation for sustaining capital and the opportunity to access a shared portion of $479,000 for all of the college's small capital projects.

FACILITIES

Biggar Program Centre

A joint-use facility located in the Biggar Central School 2000, Biggar Program Centre provides space for administration, full-time technical programs, career and student services and various part-time programs.

GPC North Swift Current Campus

Located to the north of the main campus, GPC north is being used as office space for the Human Resource unit and payroll clerk. The roof was replaced in 2012. Overall the building is dated, does not provide suitable classroom or office space and the HVAC system is in need of replacement. Since purchasing the building in 2008 only minor repairs and maintenance have been done. The college has allocated $60,000 toward work in 2013-14.

Kindersley Campus

The HVAC report completed by Genivar in December 2012 recommends the replacement of the system and this request was forwarded to the province for consideration for funding. The college is proceeding with the replacement of the cooling units for the upstairs as not having them operational will impact the ability to complete current year programming. Our instruction to Genivar is to try to stage the work in such way that incremental costs are reduced and that any equipment installed can be incorporated into the larger project.

The college is working with Marsh and Schafer Architects to do a review of the facility in its entirety, focusing on building code deficiencies and space allocations. The basement washrooms have been an ongoing issue with repeated sewer back-ups as well as location of storage and access to mechanical rooms through classrooms. Opportunities for program expansion exist at the Kindersley Campus, however, access to classroom space during normal operating hours is minimal. The configuration and layout of the two classrooms in the basement is less than optimal with low ceilings, no windows or air exchange system and noise from the washrooms, mechanical room and student lounge as a constant disruption.

The college has allocated $100,000 from internal reserves for both projects with the expectation that provincial funding will cover most if not all of the costs associated with the HVAC replacement. Without the renovations the college will need to look for external space to rent and based on what is currently available lease costs and lease renovations will far exceed college resources.

Maple Creek Program Centre

The Maple Creek Program Centre is operational between September and June and primarily houses basic education and literacy programs. The cost of maintaining rural locations continues to rise disproportionately to the space serviced. Program demand for basic education remains constant and the college is committed to maintaining this location as long as the need continues.

Rosetown Program Centre
Centrally located in the college region the Rosetown Program Centre is used not only to support services and programs in the Rosetown area but also houses the college archives and acts as a meeting place for regional meetings. The college lease is up for renewal June 30, 2013, and at that time will be reducing the leased premises by 20 per cent.

Rosetown Welding Shop
Upgrades to the heaters were completed in 2012 through funding provided by the province. This year the college has allocated $25,000 for exterior work for lighting, parking and signage. The college is committed to allocating resources to maintain owned facilities and adequately protect capital investment.

Swift Current Campus
The newness of the campus is still being enjoyed by students, the community and staff. With the exception of a couple of minor exterior warranty items that need to be addressed the project has been completed to the college's satisfaction. The work done at the Swift Current Campus has set the standard for modern post-secondary institutions and we strive to achieve similar levels of infrastructure for all other locations.

Warman Campus
The campus is presently functional but based on current and projected programming the college may need to acquire additional space. A campus needs assessment will need to be completed and the college may require assistance from Facilities Branch on this initiative.

Campus administration, numerous full-time and part-time technical, university, basic education and apprenticeship programs, and career and student services operate out of the space. Future growth may require rental of other community space and-or a long-term development of a new campus in Warman.

The college facility lease with Prairie Spirit School Division expires December 1, 2016, and it is the understanding of the college that the school is looking for additional space. The joint-use facility lease agreement provides an opportunity for the college to renew the agreement in its entirety for up to three ten year terms.

FIVE-YEAR CAPITAL PROJECT CHART

Item	Funding	2013-14	2014-15	2015-16	2016-17	2017-18
Kindersley Campus HVAC	AEE	300,000				
Rosetown Welding Shop	GPC	25,000				
Kindersley Campus	GPC	25,000				
Kindersley Joint Use	AEE				250,000	
Swift Current GPC North	GPC		125,000			
Equipment						
All Locations	GPC	8,000	10,000	15,000	15,000	15,000
Furniture						
All locations				15,000	15,000	15,000
Kindersley Campus	GPC	75,000				
Other locations	GPC	10,000	10,000			
IT			40,000	50,000	50,000	25,000
Computers	GPC	21,000				
LCD Projectors	GPC	10,000				
TOTAL		**474,000**	**185,000**	**80,000**	**330,000**	**55,000**

Note: Equipment and furniture requirements are historically funded by the college. Expenditures for 2013-14 will be based on internal capacity.

FINANCIAL PLAN

YEAR-END ESTIMATES JUNE 2013

The budgeted operating surplus of $43,486 has been replaced by a projected operating surplus of $262,612. This increase in surplus is a result of a combination of events and funding that were not known at the time of the budget preparation. We continue to work with school divisions regarding registrations and payment for students 22 and under which is expected to result in more revenue than originally projected. Staffing vacancies also contributed to the increase in surplus as the Region Manager position in Warman has been vacant a substantial part of the year. The expected STA deficit was reduced due to the cancellation of the Carpentry program and additional funding from the SSEP Deferred Revenue Fund .

Some of the proposed initiatives undertaken in 2012-13 that were completed or are in the process of being finalized include:

- Recruitment and hiring of new CEO.
- Continued implementation of fully-integrated accounting and human resource management information system. Rolling out necessary modules and reporting options to all staff groups will continue to be a priority into the New Year as will be ongoing training and development.
- Roll out of the 2012-15 strategic plan to continue to reinforce our commitment to meeting the needs of learners, employers and communities of Saskatchewan.
- Development of an enhanced 2013-14 Entrance Scholarship Program so that we may continue to maintain a robust scholarship program, fulfilling our strategic plan commitment to optimize student success.
- Creation of an endowment fund in an effort to provide an opportunity to create a sustainable source of revenue for priority areas.
- Completion of an internal restructuring which resulted in significant changes to the management structure and also saw the completion of a Student Services Review and creation of a plan to implement recommendations to establish a registration and student support structure in 2013-14.
- Creation of a three-year Stakeholder Engagement Process to gather stakeholder input on existing and future programs.
- Executed a three-year review of direct operational costs of locations including program enrolments, facility conditions and industry needs which resulted in the decision not to renew facility leases in Outlook, Shaunavon, Gravelbourg and Macklin. This will position the college to better meet the educational needs of all the communities we serve—allowing for a reduction in operating costs and the potential expansion of program delivery at campus locations and renewing our commitment to focus on a three-campus model.

- Continued programming at Whitecap First Nation and exploration of funding options to continue to address the needs of this community.

- SCN program delivery has been realigned and will now be offered at only the three main campus locations. The one-time, TEL transition funding that was received in 2009 has now been depleted.

- The fiscal year ended 2013 will see the adoption of the new PSAB (Public Sector Accounting Board) standards. In-depth analysis and consultation has taken place to ensure that the regional colleges are prepared to adopt these standards. Adjustments will be made to prior year balances in order to accommodate the new standards--the results of which are unknown at this time. However, the net impact on our position is expected to be immaterial.

Risk - low to moderate: The college is positioning itself to prioritize opportunities and will continue to allocate resources based on strategic planning developed for 2012-15.

PROJECTED BUSINESS PLAN FINANCIAL STATEMENTS AND KEY ASSUMPTIONS

In preparing the 2013-14 budget estimates, the following assumptions have been incorporated:

- All increases to provincial funding revenue have been included from the provincial budget announcement. In addition, all other revenue sources, known and potential have been calculated and included based on mid to high expectations.

- The 2013-14 budget estimates for non-salary operating expenses are based on submitted program plans and business plans for support and administrative services. Calculations of budget estimates for non-salary operating expenses were based on projected plans, historical expenditures and inflationary expectations. All expenditure estimates have been reasonably calculated.

- Operating funds of approximately $70,000 will be used to fund the STA program offering for 2013-14.

- Basic Education programming costs continue to exceed funding and programming has been scaled back. The college expects to still utilize approximately $9,000 in operating funds to accommodate current plans. This estimate also assumes that Basic Education will also continue to receive some funding from other initiatives.

- Negotiated salary increases are expected to be 1.5 per cent effective September 1, 2013.

- Consolidation of programs and services at campus locations has enabled us to reduce annual operating costs and better optimize resources to meet demands. The expenses are more closely aligned to anticipated revenues to deliver sufficient programs and services and to help offset operating costs.

- Continue with plans to make improvements to Kindersley Campus with the utilization of reserve funding. Funds available have been prioritized to address building code deficiencies, classroom and student space and office space.

The budget prepared for 2013-14 continues to build on the Strategic Plan implemented for the years 2012-15. The focus continues to be on optimizing student success, delivering education and training to support regional labour market development, providing program growth through partnership and investments and valuing our employees.

Risk - Low to Moderate: Unrestricted reserves are at the recommended provincial amounts and a reserve is in place for program development with additional funds available for program implementation. The college will continue to move forward, striving to match program delivery with labour market demands and directing resources to communities that are identified as growth markets. A key concern is the college's ability to sustain and maintain funding to meet the planned initiatives that resulted from the development of the strategic plan. Equipment and resources will be required to continue to meet the identified targets

SURPLUS UTILIZATION / DEFICIT MANAGEMENT PLAN

SURPLUS UTILIZATION

The college's priority in 2013-14 will be program development which will result in enhanced program and service delivery regionally as identified by demand. The established reserve for program enrolment growth will allow the college to continue to prioritize program opportunities based on targeted outcomes identified in the strategic plan.

Risk - Low to Moderate: Great Plains College will continue to research and analyze areas of programming that will align with our 2012-14 strategic plan to deliver education and training to support regional labour market development.

DEFICIT MANAGEMENT

As part of the planned use of college reserves, Great Plains College will be moving forward with improvement plans at the Kindersley facility.

Risk – High: In the absence of significant capital and infrastructure funding, ongoing maintenance of facilities is of great concern. Access to additional capital project dollars and facility maintenance dollars will be required if Great Plains College is to succeed at achieving program growth in areas of high demand. Operating costs including salary, benefits and other fixed costs continue to rise at a significant pace and it is imperative that the increase in operating funding keeps pace with these increases if the college is to continue to maintain its current level of operations and implement any plans for growth.

APPENDIX

- Projected Statement of Financial Position
- Projected Statement of Operations
- Projected Statement of Net Assets
- Projected Statement of Cash Flows
- Schedule of Projected Operating Fund Revenues by Function
- Schedule of Projected Operating Fund Expenses by Function
- Schedule of Projected Operating Fund Expenses
- Schedule of Projected Ministry of Advanced Education and Ministry of Economy Funding
- Schedule of Projected Capital Funds

Statement 1

Great Plains College
PROJECTED Statement of Financial Position
as at June 30, 2014

	Actual 30-Jun-12	Projected 30-Jun-13	Budget 30-Jun-14			Budget 30-Jun-14
	Total	Total	Operating	Capital	Scholarship	Total
Assets						
Current Assets						
Cash	$ 892,541	$ 1,219,313	$ 1,079,734	$ -	$ 64,000	1,143,734
Investments	-	-	-	-	-	-
Accounts receivable	718,645	447,500	500,000	-	-	500,000
Inventories	56,221	75,000	75,000	-	-	75,000
Prepaid expenses	69,268	50,000	50,000	-	-	50,000
	1,736,675	1,791,813	1,704,734	-	64,000	1,768,734
Non-current Assets						
Capital Assets	16,418,493	15,159,958	-	14,391,958	-	14,391,958
Prepaid lease payment	49,500	36,000	22,500	-	-	22,500
	16,467,993	15,195,958	22,500	14,391,958	-	14,414,458
	$ 18,204,668	$ 16,987,771	$ 1,727,234	$ 14,391,958	$ 64,000	$ 16,183,192
Liabilities						
Current Liabilities						
Accrued salaries and benefits	$ 396,358	$ 375,000	$ 375,000	$ -	$ -	375,000
Accrued Sick Leave	160,000	160,000	160,000	-	-	160,000
Accounts payable & accrued liabilities	331,072	325,000	325,000	-	-	325,000
Accrued Interest payable	-	-	-	-	-	-
Unearned revenue	173,426	-	-	-	-	-
Current portion of long-term debt	-	-	-	-	-	-
	1,060,855	860,000	860,000	-	-	860,000
Non-current liabilities						
Long-term debt	-	-				
Net Assets						
Invested in capital assets	16,418,494	15,159,958		14,391,958	-	14,391,958
Externally Restricted - Building	164,060	123,587	-		-	-
Externally Restricted - Endowment	64,710	64,000	10,500	-	64,000	74,500
Internally Restricted	297,241	424,500	536,000		-	536,000
Unrestricted	199,309	355,726	320,734	-	-	320,734
	17,143,813	16,127,771	867,234	14,391,958	64,000	15,323,192
	$ 18,204,668	$ 16,987,771	$ 1,727,234	$ 14,391,958	$ 64,000	$ 16,183,192

Statement 2

Great Plains College
PROJECTED Statement of Operations
for the year ended June 30, 2014

	Actual 2012	Revised YE Estimate	Budget 2014	Actual 2012	Revised YE Estimate	Budget 2014	Actual 2012	Revised YE Estimate	Budget 2014	Total Actual 2012	Total Revised YE Estimate	Total Budget 2014
	Operating Fund			Capital Fund			Scholarship Fund					
Revenues (Schedule 1)												
Provincial government	$8,342,340	$8,135,361	**$8,143,698**	$ 16,000	$ 37,500	$ 266,000	$ 137,914	$ 117,000	$ 117,000	$8,496,254	$8,289,861	$8,526,698
Federal government	113,475	146,801	**176,132**	-	-	-	-	-	-	113,475	146,801	176,132
Other revenue	2,993,045	2,664,630	**3,043,888**	50,628	-	-	99,761	207,750	160,000	3,143,434	2,872,380	3,203,888
Total revenues	11,448,860	10,946,792	**11,363,718**	66,628	37,500	266,000	237,675	324,750	277,000	**11,753,163**	11,309,042	11,906,718
Expenses (Schedule 2)												
Agency Contracts	1,476,208	1,337,115	**1,422,127**	-	-	-	-	-	-	1,476,208	1,337,115	1,422,127
Amortization	-	-	-	1,350,834	1,299,008	1,242,000	-	-	-	1,350,834	1,299,008	1,242,000
Equipment	232,945	286,506	**287,300**	-	-	-	-	-	-	232,945	286,506	287,300
Facilities	579,710	561,138	**494,667**	-	-	-	-	-	-	579,710	561,138	494,667
Information Technology	79,615	116,019	**161,500**	-	-	-	-	-	-	79,615	116,019	161,500
Operating (Schedule 3)	1,516,292	1,498,515	**1,650,629**	-	-	-	-	-	-	1,516,292	1,498,515	1,650,629
Personal services	7,090,013	6,884,887	**7,186,574**	-	-	-	-	-	-	7,090,013	6,884,887	7,186,574
Scholarships	-	-	-	-	-	-	296,200	304,395	266,500	296,200	304,395	266,500
Total expenses	10,974,783	10,684,180	**11,202,797**	1,350,834	1,299,008	1,242,000	296,200	304,395	266,500	**12,621,817**	12,287,583	**12,711,297**
Excess (Deficiency) of revenues over expenses	$ 474,077	$ 262,611	**$ 160,921**	$(1,284,206)	$(1,261,508)	$(976,000)	$ (58,525)	$ 20,355	$ 10,500	**$ (868,654)**	$ (978,541)	**$ (804,579)**

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Statement 3

Great Plains College
PROJECTED Statement of Changes in Net Assets
for the year ended June 30, 2014

	2014								2014	2013
	Capital			Scholarship Fund		Operating			Projected	Projected
	Invested in capital assets	Externally Restricted	Internally Restricted	Externally Restricted	Internally Restricted	Restricted Internally		Unrestricted	Total	Total
Net assets, beginning of year	$ 15,159,958	$ 123,587	$ -	$ -	$ 64,000	$ 424,500		$ 355,726	**$ 16,127,771**	$ 17,143,813
Excess (Deficiency) of revenue over expenses	(976,000)			10,500		(13,500)		174,421	**(804,579)**	(978,541)
Interfund transfers:		115,587				125,000		(209,413)		
Invested in capital assets	208,000	(239,174)								
Annual lease expense										
Internally imposed restrictions										
Net assets, end of year	**$ 14,391,958**	**$ -**	**$ -**	**$ 10,500**	**$ 64,000**	**$ 536,000**		**$ 320,734**	**$ 15,323,192**	$ 16,165,272

	Beginning Balance	To Restricted	From Restricted	Ending Balance
Externally Restricted - Capital				
Building	123,587	-	123,587	-
	123,587	-	123,587	-
Externally Restricted - Endowment Fund	64,000	-	-	64,000
Externally Restricted - Scholarships	-	10,500	-	10,500
	64,000	10,500	-	74,500
Internally Restricted - Operating				
Prepaid Operating Lease	49,500	-	13,500	36,000
Succession Planning	25,000	-	-	25,000
Retiring allowances (severance)	-	50,000	-	50,000
Building Renovations Kindersley	100,000	-	100,000	-
Building Renovations Swift Current	-	60,000	-	60,000
Program Development	250,000	-	35,000	215,000
Program Enrollment Growth	-	150,000	-	150,000
	424,500	260,000	148,500	536,000
Total Restricted	$ 612,087	$ 270,500	$ 272,087	$ 610,500
Total Unrestricted	$ 355,726	$ 190,008	$ 225,000	$ 320,734

Statement 4

Great Plains College
PROJECTED Statement of Cash Flows
for the year ended June 30, 2014

	Actual 2012	Revised 2013	**Projected 2014**
Cash flows from operating activities			
Excess of revenues over expenses	(1,169,513)	$ (978,541)	$ (804,579)
Amortization of capital assets	1,350,834	1,299,008	1,242,000
Non-cash lease expense	13,500	13,500	13,500
	194,821	333,967	450,921
Changes in non-cash working capital			
Decrease (Increase) in accounts receivable	(151,721)	271,145	(52,500)
Decrease (Increase) in inventories	(3,717)	(18,779)	-
Decrease (Increase) in prepaid expenses	93,024	19,268	-
Increase (Decrease) in accrued salaries and benefits	235,399	(21,358)	-
Increase (Decrease) in accounts payable and accrued liabilities	(607,690)	(6,072)	-
Increase (Decrease) in accrued interest payable	-	-	-
Increase (Decrease) in unearned revenue	(611,594)	(173,426)	-
Increase (Decrease) in current portion of long-term debt	-	-	-
Cash provided from (used in) operating activities	(851,478)	404,745	398,421
Cash flows from investing activities			
Initial lease payment	-	-	-
Less: Current portion of prepaid lease	-		
Purchase of capital assets	(1,066,435)	(77,973)	(474,000)
Cash used in investing activities	(1,066,435)	(77,973)	**(474,000)**
Cash flows from financing activities			
Proceeds from long-term borrowings	-	-	-
Repayment of long-term debt	-	-	-
Cash used in financing activities	-	-	-
Net decrease in cash and temporary investments	(1,917,913)	326,772	(75,579)
Cash and temporary investments, beginning of year	2,810,454	892,541	**1,219,313**
Cash and temporary investments, end of year	$ 892,541	$ 1,219,313	$ 1,143,734

Schedule 1

Great Plains College
PROJECTED Schedule of Operating Fund Revenues by Function
for the year ended June 30, 2014

	Projected 2014								2014	2013	2013
	General	Skills Training		Basic Education		University	Services		Projected	Budget	Estimated
		Credit	Non-credit	Credit	Non-credit	Credit	Learner Support	Counsel	Total	Total	Total
Provincial Government											
Advanced Education and Economy:											
Administrative support	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operating grant	4,953,042	-	-	-	-	-	-	-	**4,953,042**	4,827,000	4,852,300
Program payments	-	1,853,548	-	546,434	601,296	-	50,000	-	**3,051,278**	2,881,574	3,140,107
Contracts	-	-	-	-	-	-	-	-	**-**	-	-
Other	-	-	-	-	-	-	-	-	**-**	-	-
	4,953,042	1,853,548	-	546,434	601,296	-	50,000	-	**8,004,320**	7,708,574	7,992,407
Other Provincial	3,200	-	-	100,000	36,178	-	-	-	**139,378**	224,803	142,954
	4,956,242	1,853,548	-	646,434	637,474	-	50,000	-	**8,143,698**	7,933,377	8,135,361
Federal Government											
Admin support	-	-	-	-	-	-	-	-	**-**	-	-
Projects	-	-	-	-	-	-	-	-	**-**	-	-
Contracts	-	-	-	-	176,132	-	-	-	**176,132**	123,113	146,801
	-	-	-	-	176,132	-	-	-	176,132	123,113	146,801
Other Revenue											
Admin support	-	-	-	-	-	-	-	-	**-**	-	-
Contracts	39,000	183,118	2,800	195,000	-	-	-	-	**419,918**	247,640	481,909
Interest	12,000	-	-	-	-	-	-	-	**12,000**	12,000	12,000
Rents	34,800	-	-	-	-	-	-	-	**34,800**	36,856	40,150
Resale items	3,000	-	-	-	-	-	-	-	**3,000**	3,000	3,000
Tuitions	-	1,896,379	19,800	-	-	198,423	-	-	**2,114,602**	1,960,890	1,873,750
Other	95,150	311,580	-	-	23,938	-	28,900	-	**459,568**	199,868	253,821
	183,950	2,391,077	22,600	195,000	23,938	198,423	28,900	-	3,043,888	2,460,254	2,664,630
Total revenue	5,140,192	4,244,625	22,600	841,434	837,544	198,423	78,900	-	**11,363,718**	10,516,744	10,946,792
Total operating expenses (Schedule 2)	6,215,935	2,975,438	12,426	555,706	649,695	153,456	296,897	343,244	**11,202,797**	10,472,898	10,684,180
Excess (deficiency) of revenues over expenses	$(1,075,743)	$1,269,187	$ 10,174	$285,728	$187,849	$ 44,967	$(217,997)	$(343,244)	$ 160,921	$ 43,846	$ 262,612

Schedule 2

Great Plains College
PROJECTED Schedule of Operating Fund Expenses by Function
for the year ended June 30, 2014

	Projected 2014								**2014 Projected**	2013 Budget	2013 Estimated
	General	Skills Training		Basic Education		University	Services				
		Credit	Non-credit	Credit	Non-credit	Credit	Learner Support	Counsel	**Total**	Total	Total
Agency Contracts	$ 18,000	$1,217,615	$ 6,200	$ 5,000	$ 40,012	$135,200	$ 100	$ -	**$ 1,422,127**	$ 1,271,690	$ 1,337,115
Equipment	173,600	108,700	-	-	5,000	-	-	-	**287,300**	202,200	286,506
Facilities	472,300	18,367	50	-	3,000	950	-	-	**494,667**	560,607	561,138
Information Technology	160,800	100	-	-	-	-	-	600	**161,500**	91,800	116,019
Operating (Schedule 3)	1,284,277	215,992	250	21,000	104,100	14,800	810	9,400	**1,650,629**	1,479,553	1,498,515
Personal services	4,106,958	1,414,664	5,926	529,706	497,583	2,506	295,987	333,244	**7,186,574**	6,867,048	6,884,887
	$6,215,935	$2,975,438	$ 12,426	$555,706	$ 649,695	$153,456	$296,897	$343,244	**$11,202,797**	$10,472,898	$10,684,180
			$2,987,864		$1,205,401			$640,141			

Schedule 3

Great Plains College
PROJECTED Schedule of Operating Fund Expenses
for the year ended June 30, 2014

	2014 Projected	2013 Budget	2013 Estimated
	Total	Total	Total
Advertising	**$ 259,000**	$ 236,100	$ 283,735
Association Fees & Dues	**87,002**	95,450	85,413
Bad Debts	**5,000**	5,000	5,000
Financial Services	**32,600**	32,600	32,600
In-Service	**148,750**	136,751	143,560
Insurance	**86,759**	97,660	82,588
Materials & Supplies	**348,100**	343,151	319,585
Postage, Freight, Courier	**45,770**	56,075	47,345
Printing & Copying	**34,725**	41,775	37,250
Professional Services	**264,500**	148,500	147,838
Subscriptions	**7,821**	8,071	9,696
Telephone/Fax	**85,220**	95,320	92,000
Travel	**244,882**	179,100	211,805
Other	**500**	4,000	100
	$ 1,650,629	**$1,479,553**	**$1,498,515**

Schedule 4

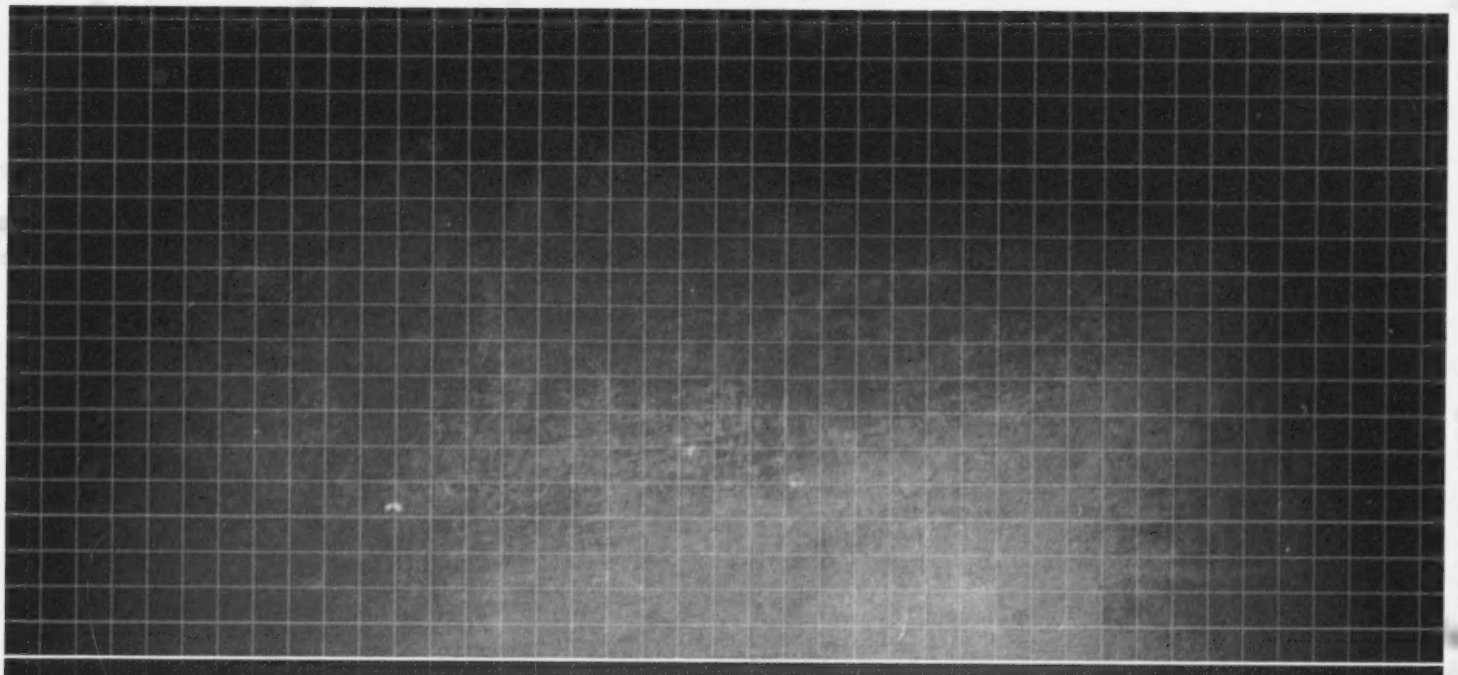
Great Plains Colleges
Projected Schedule Ministry of Advanced Education and Ministry of Economy Funding
for the year ended June 2014

	Projected 2012-13	Estimated 2013-14	Change	Notes
Administrative support	$ -	$ -	-	
Operating grant	4,852,300	4,953,042	100,742	Change in provincial funding
Program payments	3,140,107	3,051,278	(88,829)	Various small changes in funding and the depletion of TEL transition funding
Contracts	-	-	-	
Other	142,954	139,378	(3,576)	
	$ 8,135,361	$ 8,143,698	$ 8,337	

Schedule 5

Great Plains College
Projected Capital Schedule
For the year ended June 30, 2014

	2013 Net Book Value	2014 Purchases	2014 Disposals	2014 Amortization	2014 Accumulated Depreciation	2014 Net Book Value
Land	$ 168,550	$ -	$ -	$ -	$ -	$ 168,550
Land Improvements	-	-	-		-	-
Buildings	14,178,495	400,000	-	901,759	5,215,352	13,676,736
Leasehold Improvement	128,337	-	-	42,779	714,431	85,558
Vehicles	-	-	-	-	-	-
Machinery and Equipment	164,834	8,000	-	69,338	330,273	103,496
Computer Hardware	20,335	21,000	-	16,668	300,511	24,667
Equipment	53,784	10,000	-	24,259	135,674	39,525
Office Furniture	164,518	35,000	-	29,969	180,268	169,549
System Development	182,233	-	-	60,744	182,233	121,489
Paving Lot	98,872	-	-	96,484	480,034	2,388
TOTAL	**$ 15,159,958**	**$ 474,000**	**$ -**	**$ 1,242,000**	**$ 7,538,776**	**$ 14,391,958**



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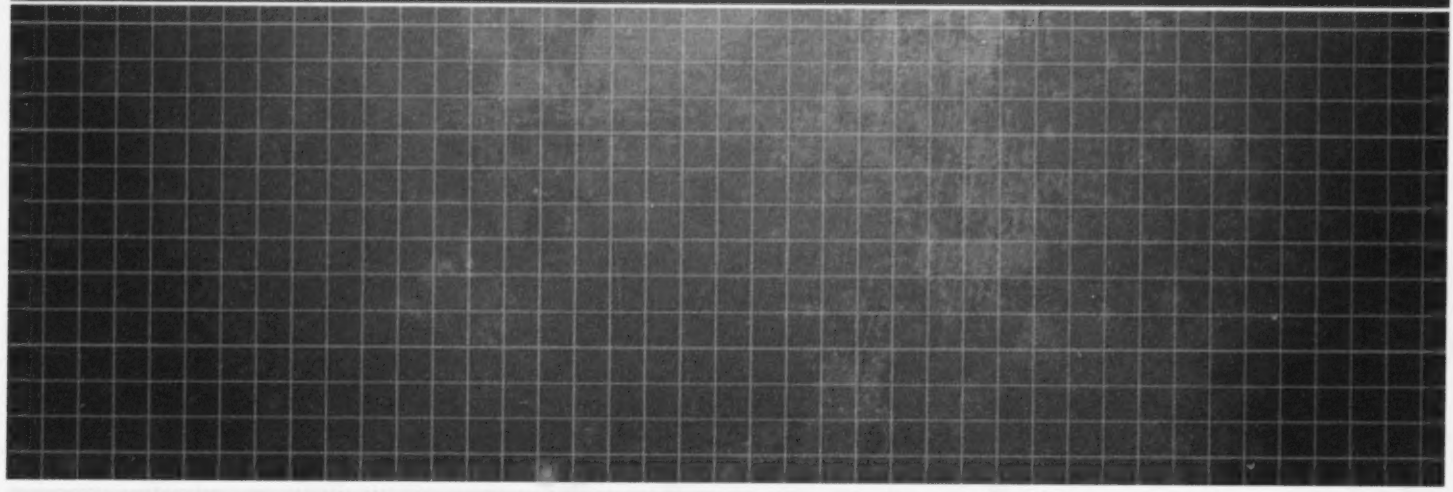

great plains college

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